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ABSTRACT

This document presents Santa Barbara City College's 1999-2002 College Plan. It is intended to be used as the central organizing document for decision making, planning, and budgeting throughout the College during the 1999-2002 period. This plan is the result of thoughtful and substantive dialogue involving individuals and groups throughout the College, which considered the challenges the College faces as a result of the fundamental transformations occurring in higher education, the community, the workplace, and the world. Some of the more significant challenges noted during the College's planning process include: increased student diversity in ethnicity, age, lifestyles and learning styles, preparation for college, and computer literacy; heightened demands on instructional delivery systems to meet diverse and growing student needs; increased competition in higher education; an increasingly rapid rate of technological change; availability and widespread use of instant global communication; and fundamental changes in the workplace and in the nature of employment. This document contains the following sections, each of which presents an introductory statement, followed by a list of goals and objectives: (1) the college's mission statement, (2) the college's community/outreach statement, (3) the college's student learning/achievement statement, (4) the college's governance/leadership/management statement, (5) the college's institutional support statement, (6) the college's technology statement, (7) the college's facilities statement, (8) the college's fiscal support statement, and (9) the college's human resources statement. In total, 14 goals and 40 objectives are outlined. (VWC)

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Santa Barbara City College
1999-02 COLLEGE PLAN

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SANTA BARBARA CITY COLLEGE
1999-02 COLLEGE PLAN

PREAMBLE TO THE PLAN

This document presents Santa Barbara City College's *1999-2002 College Plan*. It is intended to be used as the central organizing document for decision making, planning, and budgeting throughout the College during the 1999-2002 time period.

The *College Plan* is the result of thoughtful and substantive dialogue involving individuals and groups throughout the college. This dialogue considered all facets of Santa Barbara City College, particularly the challenges the college faces as a result of the fundamental transformations occurring in higher education, our community, the workplace and the world.

In order to achieve its mission, Santa Barbara City College must respond in a positive manner to these dramatic changes by reassessing and improving its teaching and learning models for credit and non-credit programs. Some of the more significant challenges noted during the college's planning process include:

- Increased student diversity in ethnicity, age, lifestyles and learning styles; preparation for college; and computer literacy.
- Heightened demands on instructional delivery systems to meet diverse and growing student needs.
- Increased competition in higher education.
- An increasingly rapid rate of technological change.
- Availability and widespread use of instant global communication.
- Fundamental changes in the workplace and nature of employment.
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Santa Barbara City College's *1999-2002 College Plan* commits the college to meet the challenges of the present and future and to make a positive impact on each student's personal and professional life.

SANTA BARBARA CITY COLLEGE
1999-02 COLLEGE PLAN
MISSION STATEMENT

Santa Barbara City College is responsive to the community, and is committed to learner-centered educational experiences and a continuous process of improvement, innovation and renewal. This commitment enables students to reach their highest potential while achieving their diverse educational goals.

The college demonstrates a commitment to educational excellence, scholarship, academic freedom, critical independent thinking and personal responsibility. It fosters collegiality and mutual regard and respect among students, faculty, staff and community members.
The institution provides open access to curriculum, instruction and support services to assist students in pursuit of their transfer, career preparation, employment, job advancement, retraining and lifelong learning goals. Educational excellence, service to students and responsiveness to our community are our core, guiding values.

SANTA BARBARA CITY COLLEGE
1999-02 COLLEGE PLAN
COMMUNITY / OUTREACH STATEMENT

Student Outreach and Responsiveness to the Community

Service to its local community is a primary responsibility and commitment of Santa Barbara City College. Programs and services offered by the college must be responsive to the needs of residents of the South Coast community in an increasingly complex and interdependent global economy.

The college understands its role in advancing the capability of our students to function successfully in an increasingly international community. Thus, the college will provide opportunities for South Coast residents to expand their horizons beyond the immediate geographic area. Furthermore, where appropriate, the college will broaden its outreach to include offering educational opportunities to people outside of its traditional clientele.

GOAL 1 Enhance community knowledge, appreciation and utilization of Santa Barbara City College programs and services to attract an expanded and more diverse student population.

Objective 1. Develop and implement a coordinated college-wide marketing plan that addresses recruitment and service needs of the local community and potential out-of-area students. Outcome expectations for this marketing plan are:

- Sustain overall enrollments between two and three percent above the College's enrollment cap for the duration of the plan.
- Increase by 10% the number of students age 25 and older enrolled in credit programs.
- Achieve student enrollments which reflect the ethnic diversity of the district's adult community.

Objective 2. Provide multiple options, both on and off campus, for convenient student access to programs, services and information needed to enroll and succeed in college.

GOAL 2 Expand cooperative strategies with service area K-12 districts to facilitate student transition to Santa Barbara City College.

Objective 3. Enroll 10% of high school students from local feeder high schools concurrently in credit courses offered by the college.

Objective 4. Ensure that a minimum of 50% of the high school students who enroll in Continuing Education classes with the objective to transfer to the credit program do so.

Objective 5. Increase by 15%, over a three-year period, the total number of high school students who enroll in Continuing Education classes.

GOAL 3 Establish mutually beneficial partnerships with other institutions of higher education, the business sector, government agencies and community organizations to enhance relationships and increase educational opportunities for students.

Objective 6. Establish and implement a college-wide plan for the coordination and implementation of worksite experiences (i.e., internships, work experience, service learning and job shadowing).

Objective 7. Work with the University of California at Santa Barbara, California State University, Channel Islands, and, where appropriate, independent higher education institutions to identify courses and programs that Santa Barbara City College can offer for students accepted at these institutions who need remediation (e.g., pre-calculus, remedial reading and writing).

Objective 8. Explore the feasibility of offering upper division and teacher credential preparatory classes at Santa Barbara City College.

Objective 9. Offer new courses and programs that meet the needs of area businesses, community and governmental agencies.

SANTA BARBARA CITY COLLEGE
1999-02 COLLEGE PLAN
STUDENT LEARNING / ACHIEVEMENT STATEMENT

Student Learning and Achievement

Santa Barbara City College is committed to providing a high quality and comprehensive instructional program that is responsive to the educational needs of students, and is designed to promote student attainment of their learning goals and objectives in an effective and flexible manner. The college will offer a curriculum that responds to changes in the workforce, technology and student needs. Student access to courses, support services and information needed to succeed in those courses will be increased by offering alternative methods of delivering instruction and support services.

GOAL 4 Increase student attainment of their educational goals, including degrees and certificates, transfer, workforce development, basic skills and lifelong learning.

Objective 10. Identify and implement intervention strategies for students who are not making satisfactory progress toward attainment of their educational goals of certificate, degree or transfer.

Objective 11. Reduce by a minimum of 10 percent, over a three-year period, the number of students placed on academic progress probation, academic probation and academic disqualification, while maintaining standards for academic excellence.

Objective 12. Increase by 3 percent, over a three-year period, the number of successful course completion rates (A-C, CR), while maintaining standards for academic excellence in each of the following areas:

- All credit classes: 70.3% to 72.4%.
- Transferable courses: 71.3% to 73.4%.
- Occupational courses: 80.8% to 83.2%.
- Pre-collegiate courses: English (below English 100) and math (below Math 100).

- Achieve established performance standards for non-credit core programs (Adult Basic Education, Adult High School, ESL, Citizenship Education and Occupational Education).

Objective 13. Increase by a minimum of six percentage points over a three-year period:

- The percentage of students who enrolled in a basic skills English class (below English 100) and then enrolled in a higher level English class (37.2% to 43.2%).
- The percentage of students who enrolled in a basic skills math class (below Math 100) and then enrolled in a higher level math class (28.2% to 34.2%).

Objective 14. Establish and achieve the targeted numerical objectives for the percentage of students who successfully transition from:

- English Skills courses to English 100, English 110 and other degree-applicable classes.
- Math 1, 4, 100, 107 to college level math.
- ESL courses to the completion of English 100, English 110 and other non-ESL degree-applicable courses.
- Non-credit students transitioning to credit classes.

Objective 15. Increase the number of degrees and certificates awarded over a three-year period in each of the following areas:

- The number of Associate in Arts/Associate in Science degrees from 688 to 715 (4% increase).
- The number of certificates from 262 to 278 (6% increase).
- The number of Skills Competency Awards by 10% (the baseline for this objective needs to be established).

Objective 16. Increase by a minimum of 6 percent over a three-year period, the number of students enrolled in an occupational course (S.A.M. Code A, B or C) from 14,151 to 15,000 (duplicated fall, winter and spring terms for credit and non-credit enrollments).

Objective 17. Increase the number of students who transfer to four-year colleges or universities by a minimum of three percentage points over a three-year period, and increase by five percentage points the number of students who are transfer eligible for the coming year.

Objective 18. Achieve rates for ethnic underrepresented students who declare transfer as a goal and do transfer that are equal to the corresponding rates of traditionally represented ethnic students enrolled at the college who declare transfer as an objective.

Objective 19. Identify student job placement rates and post-college earnings for each of the college's occupational education programs. This data will be used to ensure that programs continue to meet expected program outcomes and enhance recruitment and student advising.

GOAL 5 Utilize alternative methods of delivering instruction to increase student access to and successful completion of courses and programs needed to achieve their educational objectives.

Objective 20. Identify and develop courses, and certificate and degree programs to be offered in alternative instructional formats that meet the needs of targeted groups of students.

Objective 21. Identify the best methods for the design, development and deployment of technology-mediated instruction that increases student access, learning and success in their courses in a cost-effective manner.

Objective 22. Enroll by fall 2001 a minimum of 20 percent per year of all credit students in courses offered in alternative instructional formats (e.g., distance learning, self-paced, open-entry/open-exit, guided study, accelerated courses, weekend courses).

Objective 23. Achieve successful course completion rates for courses offered in alternative delivery formats that are at least comparable to those obtained in more traditional instructional modes.

GOAL 6 Develop curriculum initiatives that respond to changes in the workforce, technology and student needs.

Objective 24. Identify annually the need for the college to offer, and, when feasible, implement new instructional programs.

Objective 25. Increase the number of industry-based certification programs offered and the number of students who complete such programs.

GOAL 7 Identify and implement new and/or enhanced support and instructional strategies to increase student attainment of educational goals.

Objective 26. Assess the process and effectiveness of providing student access to autonomous college information and support services designed to meet their personal needs.

Objective 27. Increase by 15 percent the number of unduplicated students who participate in goal setting, decision making, educational planning and career development activities.

SANTA BARBARA CITY COLLEGE
1999-02 COLLEGE PLAN
GOVERNANCE/LEADERSHIP/MANAGEMENT STATEMENT

Innovation, flexibility, communication and responsiveness are core leadership values of Santa Barbara City College. Through development and implementation of Project Redesign, the College will evaluate and, where appropriate, change its leadership and governance structures and management priorities to maximize the effectiveness of its redesigned operational processes.

GOAL 8 Restructure leadership roles and organizational design from a function-based to a process-based model.

Objective 28. Complete a redesign project that examines the College's administrative and governance systems and leadership roles and, where appropriate, implement the recommended improvements.

GOAL 9 Revitalize the College's institutional planning, research and assessment processes.

Objective 29. Establish an effective office of institutional research that provides leadership in the coordination and support of the College's planning, research and assessment processes.

Objective 30. Review completed redesign projects to determine whether or not they should be implemented. Evaluate those that have been implemented to assess the extent to which they have achieved their desired outcomes.

SANTA BARBARA CITY COLLEGE
1999-02 COLLEGE PLAN
INSTITUTIONAL SUPPORT STATEMENT

Institutional Support and Revitalization

In order for the college to achieve its mission, faculty, staff and students require the support of a variety of college-wide services and technologies. Student learning and achievement of educational goals will be enhanced by providing faculty and instructional support staff with opportunities to develop their ability to apply instructional methods based on effective principles of learning.

SANTA BARBARA CITY COLLEGE
1999-02 COLLEGE PLAN
TECHNOLOGY STATEMENT

Technology

GOAL 10 Develop a technology-based infrastructure to allow students, faculty and staff to conveniently access course and College-related information and resources from on and off campus.

Objective 31. Provide access to network technology and resources to support mediated instructional delivery and support services.

Objective 32. Develop mechanisms for the effective renewal of computers and other technologies.

Objective 33. Complete implementation of the Oracle financial, human resources and student information systems.

Objective 34. Develop an online management system that provides faculty and staff with needed information to operate and evaluate their courses, programs and services effectively.

SANTA BARBARA CITY COLLEGE
1999-02 COLLEGE PLAN
FACILITIES STATEMENT

GOAL 11 Identify and provide facilities needed to support college goals and objectives.

Objective 35. Develop and implement a plan to maximize efficient use of existing College facilities.

Objective 36. If passed, develop and implement plans to construct the facilities included in the November 1999 bond measure.

SANTA BARBARA CITY COLLEGE
1999-02 COLLEGE PLAN
FISCAL SUPPORT STATEMENT

Fiscal Support

GOAL 12 Acquire and allocate resources needed to meet the objectives of the *College Plan*.

Objective 37. Develop and implement a resource allocation budgeting process that builds from the *College Plan*.

Objective 38. Develop and implement a systematic plan for the acquisition and management of external funds.

SANTA BARBARA CITY COLLEGE
1999-02 COLLEGE PLAN
HUMAN RESOURCES STATEMENT

Human Resources

GOAL 13 Provide faculty and staff with the training needed to use new technologies and processes to manage ongoing change and to integrate innovations into College operations.

Objective 39. Develop, implement and evaluate a comprehensive professional development plan for faculty and staff that will:

- Enhance their ability to promote student learning and the attainment of their educational goals.
- Provide the training needed to effectively use the new Oracle Financial, Human Resources and Student Information Systems computer applications.
- Use new redesign processes, initiatives and other innovations that have been or are about to be implemented.

GOAL 14 Establish a productive, balanced and rewarding environment in which to work.

Objective 40. Identify steps to enhance the ability of faculty and staff to perform their jobs effectively and increase their satisfaction in working at the College.